2007 Summary Report:
Use of Workforce Planning Strategies in South Carolina State Agencies

The OHR Consultants interviewed 19 agencies concerning their workforce planning strategies.

The majority of agencies interviewed have initiated strategies in their agencies to address workforce planning needs in the areas of recruitment and selection, retention, knowledge transfer, staff development and job classification and organizational change. The following chart shows the most frequently used strategies in state government:

Recruitment and Selection	Analysis of the age, gender or diversity of the workforce. (#1)	Y=16; N=2
Recruitment and Selection	Targeted recruitment efforts for specific positions (#5)	Y=16; N=2
Recruitment and Selection	Providing additional training and development opportunities (#8)	Y=14; N=3; Y(Not Active)=1
Retention	Adopting more flexible work rules and schedules (#15)	Y=16; N=2; Y(Not Active)=1
Retention	Using performance pay increases (#16)	Y=14; N=5
Retention	Creating formal training and development programs (#17)	Y=14; N=5
Retention	Using retention increases (#20)	Y=14; N=5
Knowledge Transfer	Providing occupation-related technical training programs (#26)	Y=14; N=4
Knowledge Transfer	Providing cross-training program (#27)	Y=16; N=3
Staff Development	Creation of management or leadership development programs (#33)	Y=12; N=5; N(Interested)=1
Job Classification or Organizational Change	Conduct assessments related to the impact of changes in technology and the impact on jobs (#39)	Y=13; N=4; Y(Not Active)=1
Job Classification or Organizational Change	Including a human resources section in the agency strategic plan (#42)	Y=14; N=5

The workforce planning strategies that are less often used in the areas of recruitment and selection, retention, knowledge transfer, staff development and job classification and organizational change are as follows:

Recruitment and Selection	Decreasing job-related travel (#9)	N=15; Y=2
Retention	Telecommuting (#21)	N=9; Y=6; Y(Not Active)=4
Knowledge Transfer	Conducting Job Audits (#24)	N=8; Y=8; Y(Not Active)=2
Knowledge Transfer	Mentoring Program (#29)	N=9; Y=8; Y(Not Active)=1; N(Interested)=1
Knowledge Transfer	Job Rotational Opportunities (#30)	N=11; Y=4; N(Interested)=3
Staff Development	Career planning activities to assist employees in identifying career interests and potential for growth (#34)	N=10; Y=8; N(Interested)=1
Job Classification or Organizational Change	Conducting workload analysis for job groups (#36)	N=10; Y=7; Y(Not Active)=1
Job Classification or Organizational Change	Permanent redeployment of staff (#40)	N=11; Y=8